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Leading a Highly Effective Team

Presented by Sarah Harvey of the Organizational Development
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"Teams outperform individuals acting alone or in larger organizational groupings, especially when performance requires multiple skills, judgments, and experiences."

Katzenbach & Smith, The Wisdom of Teams

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Activity: Team Experience

- Think about team experiences
- List characteristics of:
 - Team Successes
 - Team Barriers



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What is a Team?

A team is a group of people committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.



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High Performing Teams

- Clarity of goals
- Defined roles
- Strong relationships
- Clear communication
- Cooperative, not competitive
- Established ground rules
- Awareness of team process
- Effective decision making



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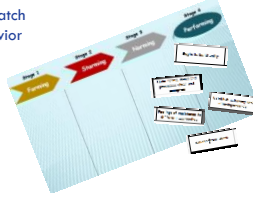
Stages of Team Development: Tuckman's Model



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Activity: Stages of Development

- As a table team, match the tasks and behavior cards with the appropriate **Team Stage**

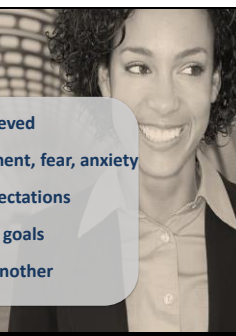


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Forming

Polite, but little achieved

- Feelings of excitement, fear, anxiety
- Establish base expectations
- Agree on common goals
- Get to know one another

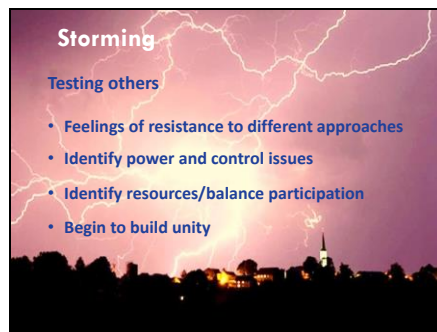


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Storming

Testing others

- Feelings of resistance to different approaches
- Identify power and control issues
- Identify resources/balance participation
- Begin to build unity



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Norming

Valuing Differences

- Mutual acceptance
- Team norms, roles and processes clear and accepted
- Trust and relationship building
- Decisions made through negotiation and consensus building

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Performing

Flexibility, productivity & trust

- Collaborative work
- Find solutions and apply appropriate controls
- Establish autonomy and Interdependency
- Team members care about each other

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Stages of Team Development

■ Forming

■ Storming

■ Norming

■ Performing

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Roles: Team Leaders

- Define the charter
- Build on strengths
- Set ground rules
- Develop mission and goals
- Herd the sheep
- Break up fistfights
- Build bridges
- Take prudent risks
- Make the work fun
- Create freedom
- Assess performance
- Get something done

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Roles: Team Members

- Be on time
- Be prepared and complete assignments
- Give opinion
- Compromise
- Be creative
- Give credit to others



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Team Breakdowns

- Failure to deliver
- Hidden expectations
- Meaningless rewards
- Hidden agendas
- Communication
- Cliques & subgroups
- Competition



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Ten Qualities of an Effective Team Player



1. Demonstrates reliability
2. Communicates constructively
3. Listens actively
4. Functions as an active participant
5. Shares openly and willingly

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Ten Qualities of an Effective Team Player



6. Exhibits flexibility
7. Cooperates and pitches in to help
8. Shows commitment to the team
9. Works as a problem-solver
10. Treats others in a respectful and supportive manner

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Activity: Broken Squares



- Count off into teams of five members
- Others are observers
- As a team, form five squares of equal size
- Follow the rules

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Broken Squares: Ground Rules

1. No talking, pointing, or any other kind of communicating.

2. Participants may give pieces to other participants but may not take pieces.

3. Participants may not throw their pieces into the center.

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Broken Squares: Debrief

• What kinds of behaviors slowed progress?


• What kinds of behaviors did it take to win?

• What organizational lessons can we learn?

• How was your behavior in the Broken Squares activity a mirror of the way you behave in your professional life?

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"Snowflakes are one of nature's most fragile things, but just look at what they can do when they stick together."



- Vesta M. Kelly

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THANK YOU!

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